

Archived Previous Forecast Views:**2022:**

V9 Forecast

V8 Forecast

V7 Forecast

V6 Forecast

V5 Forecast

V4 Forecast

V3 Forecast

2021:

V11 Forecast (Actuals)

V10 Forecast

V8 Forecast

V7 Forecast

V6 Forecast

V5 Forecast

V4 Forecast

V3 Forecast

V2 Forecast

Jan AOP

2020:[V3 Forecast](#)

V5 Forecast

V6 Forecast

Actuals

2019:[V3 Forecast](#)[V4 Forecast](#)[V7 Forecast](#)[V9 Forecast](#)**2018:**[V3 Forecast](#)[V5 Forecast](#)[V9 Forecast](#)[V11 Forecast](#)[V12 Forecast \(longterm\)](#)

<u>Line Item</u>	<u>Description</u>
Served Revenue	Media Revenue + Fees
Contra Revenue	Contra Revenue items such as spam/credits, sales allowance, incentives, FX adjustments
Booked Revenue	(Served Revenue) - (Contra Revenue)
TAC/CAC	TAC - Costs related to traffic acquisition via partners. Applies to media revenue only (except PG/PD, Exchange Bidding) CAC - Costs related to content acquisition via partners.
Net Revenue	(Booked Revenue) - (TAC/CAC)
<i>Machines</i>	Resource Economy (RE) charges, including share of Ads-PA Reserve, Logs, Payments
<i>OCOS</i>	Non-Traffic acquisition cost of sales (both direct and allocated) such as credit card fees, digital service tax fees, data licenses
Gross Margin	(Net Revenue) - (Machines) - (OCOS)
<i>EngPM</i>	Display engineering FTEs, as well as share of other Eng teams supporting DVAA business
<i>GBO</i>	Global Business Organization - teams primarily in sales functions (LCS, Platform Sales, GCAS, etc.) selling / supporting DVAA products
<i>Marketing</i>	Display share of marketing teams
<i>G&A</i>	Display share of support teams such as REWS, Legal, Finance, PeopleOps
<i>TI</i>	Display share of Technical Infrastructure (TI) teams such as SRE, Privacy/Security, Network/Equipment overhead (e.g. Laptops, Tech Stops)
Total OPEX	(EngPM) + (GBO) + (Marketing) + (G&A) + (TI)
Operating Profit	(Gross Margin) - (OPEX)

SOURCES

Revenue/TAC	Actuals - Revteam 2022fx
	Forecast - Vcycle
	Plan - 2022AnnualPlan_0110_2022fx
Contra Revenue	Adspnl
Machines	Adspnl
CAC	Adspnl
OCOS	Adspnl
OPEX	Adspnl

Buyside Lens incl. <u>Sellside Products</u>					Sellside Lens incl. <u>Buyside Products</u>				
Google Ads	DV360	CM360	AdX Buyers	Total	Ad Manager	AdSense	AdMob	Non Google	Total

Stand-Alone Product P&Ls								
	Google Ads	AdMob	AdSense	AdManager	DV360	DFP	CM360	Total
Net Revenue	Buyside Take on AdMob, AdSense, Ad Manager, AwBid	Sellside Take on Transactions (Gross - Buyside Take - TAC)			Platform Fees			Display totals across all products
- Direct Costs	Allocated Machine Costs + Directly Attributable Costs of Sales							Display totals across all products
Gross Margin								
- Opex Costs	Allocated Costs for: EngPM, GBO, Marketing, G&A, and TI							Display totals across all products
Operating Profit								

Year	2020
Version	actuals

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Actuals Totals
<i>Total Media Spend</i>	\$6,109	\$3,277	\$9,366	\$12,777	\$6,165	\$0	\$37,695
<i>Total Fees</i>	\$0	\$0	\$260	\$0	\$544	\$399	\$1,203
Total Media + Fees (Total Advertiser Spend)	\$6,109	\$3,277	\$9,626	\$12,777	\$6,709	\$399	\$38,897
<i>Buyside Take</i>	\$944	\$427	\$619	\$1,990	\$0	\$0	\$3,980
<i>Platform Fee</i>	\$0	\$0	\$260	\$0	\$544	\$399	\$1,203
<i>Non-Google Media Revenue</i>	\$0	\$0	\$0	\$553	\$2,159	\$0	\$2,712
<i>Sellside Media Revenue</i>	\$5,166	\$2,850	\$8,747	\$0	\$0	\$0	\$16,762
Attributable Served Revenue	\$5,166	\$2,850	\$9,006	\$2,543	\$2,703	\$399	\$22,667
<i>GA360</i>	<u>\$22</u>	<u>\$13</u>	<u>\$32</u>	<u>\$42</u>	<u>\$11</u>	<u>\$8</u>	\$127
<i>General Incentives</i>	\$0	\$0	\$0	\$197	\$51	\$0	\$248
<i>General Brazil Tax</i>	\$0	\$0	\$0	\$43	\$21	\$0	\$64
<i>General Reserves</i>	\$66	\$38	\$97	\$107	\$27	\$0	\$336
<i>DST</i>	\$0	\$0	\$0	\$(4)	\$0	\$0	\$(4)
<i>FX Impact</i>	\$27	\$15	\$40	\$52	\$13	\$10	\$156
<i>PG/PD Adjustment</i>	\$160	\$0	\$1,477	\$0	\$351	\$0	\$1,989
<i>Plug</i>	\$(0)	\$(0)	\$(1)	\$(1)	\$(0)	\$(0)	\$(2)
Contra Revenue	\$252	\$53	\$1,614	\$394	\$463	\$9	\$2,786
Booked Revenue	\$4,935	\$2,809	\$7,425	\$2,191	\$2,251	\$397	\$20,008
<i>TAC</i>	\$3,884	\$2,203	\$5,870	\$361	\$1,790	\$0	\$14,109
<i>CAC</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$1
TAC/CAC	\$3,884	\$2,204	\$5,870	\$361	\$1,790	\$0	\$14,110
Net Revenue	\$1,051	\$606	\$1,554	\$1,830	\$461	\$397	\$5,898
<i>Machines/Network</i>	\$56	\$16	\$67	\$636	\$347	\$19	\$1,141
<i>DST - Other COS</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Credit Card Fees</i>	\$0	\$0	\$0	\$111	\$0	\$0	\$111
<i>Other COS</i>	\$13	\$8	\$20	\$26	\$7	\$5	\$78
Machine/Network/OCOS	\$69	\$24	\$86	\$772	\$354	\$24	\$1,329
Gross Margin	\$981	\$582	\$1,468	\$1,058	\$107	\$373	\$4,569
<i>Apps</i>	\$0	\$0	\$0	\$37	\$1	\$0	\$38

Year	2020
Version	actuals

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Actuals Totals
<i>Buyside Eng</i>	\$0	\$0	\$0	\$47	\$18	\$0	\$65
<i>GDA PM</i>	\$0	\$0	\$0	\$9	\$0	\$0	\$9
<i>Sellside</i>	\$39	\$19	\$134	\$0	\$0	\$0	\$192
<i>Infra</i>	\$3	\$2	\$6	\$40	\$7	\$4	\$62
<i>MOMI</i>	\$5	\$7	\$13	\$20	\$7	\$0	\$52
<i>BAM (Buying Platforms)</i>	\$0	\$0	\$0	\$43	\$85	\$40	\$168
<i>X-DVA</i>	\$5	\$5	\$8	\$6	\$2	\$0	\$26
<i>AViD EngPM</i>	\$52	\$34	\$160	\$202	\$120	\$44	\$612
<i>Search Ads (ML&AQI)</i>	\$0	\$0	\$0	\$19	\$0	\$0	\$19
<i>YouTube Ads</i>	\$0	\$0	\$0	\$11	\$0	\$0	\$11
<i>AIM (GA + Brand Measurement)</i>	\$14	\$12	\$53	\$65	\$25	\$0	\$170
<i>APaS</i>	\$11	\$9	\$43	\$60	\$9	\$0	\$132
<i>Core</i>	\$12	\$10	\$45	\$35	\$10	\$0	\$111
<i>Customer Engagement</i>	\$2	\$1	\$12	\$24	\$14	\$4	\$56
<i>EngProd - Ads</i>	\$6	\$6	\$18	\$22	\$6	\$8	\$65
<i>Payments/NBU</i>	\$6	\$3	\$13	\$7	\$4	\$0	\$34
<i>UX</i>	\$8	\$8	\$17	\$21	\$9	\$1	\$64
<i>Other</i>	\$7	\$5	\$25	\$19	\$5	\$0	\$61
<i>Other EngPM</i>	\$66	\$54	\$225	\$284	\$82	\$14	\$725
<i>EngPM</i>	\$118	\$87	\$386	\$486	\$202	\$57	\$1,337
<i>Admin</i>	\$3	\$2	\$11	\$23	\$16	\$4	\$60
<i>Americas LCS</i>	\$0	\$0	\$3	\$68	\$98	\$41	\$209
<i>APAC LCS</i>	\$0	\$0	\$1	\$35	\$20	\$3	\$58
<i>APAC LCS</i>	\$0	\$0	\$1	\$35	\$20	\$3	\$58
<i>gCare</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>EMEA LCS</i>	\$1	\$0	\$21	\$62	\$67	\$14	\$164
<i>EMEA LCS</i>	\$1	\$0	\$21	\$62	\$67	\$14	\$164
<i>gCare</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>GCAS</i>	\$0	\$0	\$0	\$10	\$12	\$4	\$26
<i>Global Partnerships</i>	\$35	\$35	\$112	\$0	\$0	\$0	\$182
<i>GMS</i>	\$0	\$0	\$0	\$76	\$10	\$0	\$85
<i>GTM</i>	\$0	\$0	\$3	\$29	\$21	\$5	\$59
<i>gUP</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>gCare</i>	\$0	\$0	\$0	\$1	\$1	\$0	\$2
<i>GTM</i>	\$0	\$0	\$0	\$25	\$19	\$4	\$48
<i>gTech</i>	\$0	\$0	\$3	\$3	\$1	\$1	\$8

Year	2020
Version	actuals

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Actuals Totals
<i>GSL/GPL</i>	\$1	\$0	\$7	\$7	\$10	\$2	\$28
<i>gTech</i>	\$7	\$2	\$72	\$101	\$65	\$20	\$266
<i>gCare</i>	\$0	\$0	\$17	\$25	\$32	\$2	\$76
<i>gTech</i>	\$6	\$2	\$52	\$70	\$31	\$17	\$177
<i>gBoss</i>	\$0	\$0	\$2	\$3	\$2	\$1	\$8
<i>gUP</i>	\$0	\$0	\$1	\$2	\$1	\$0	\$5
GBO	\$48	\$39	\$229	\$410	\$319	\$92	\$1,137
Marketing	\$5	\$0	\$1	\$31	\$2	\$0	\$39
<i>REWS</i>	\$22	\$17	\$83	\$121	\$70	\$20	\$334
<i>POPS</i>	\$5	\$4	\$20	\$29	\$17	\$5	\$81
<i>Global Affairs</i>	\$13	\$10	\$46	\$68	\$39	\$11	\$187
<i>Central</i>	\$13	\$10	\$46	\$68	\$39	\$11	\$187
<i>Finance</i>	\$4	\$3	\$14	\$20	\$11	\$3	\$55
G&A	\$57	\$43	\$210	\$305	\$177	\$51	\$843
<i>Technical Infrastructure</i>	\$11	\$8	\$39	\$57	\$33	\$10	\$158
TI	\$11	\$8	\$39	\$57	\$33	\$10	\$158
Total OPEX	\$238	\$178	\$865	\$1,290	\$734	\$209	\$3,514
Operating Profit	\$743	\$404	\$602	\$(232)	\$(627)	\$164	\$1,055
<i>% of Booked</i>	<i>15.06%</i>	<i>14.39%</i>	<i>8.11%</i>	<i>-10.59%</i>	<i>-27.85%</i>	<i>41.32%</i>	<i>5.27%</i>
<i>Revenue %</i>	<i>22.79%</i>	<i>12.57%</i>	<i>39.73%</i>	<i>11.22%</i>	<i>11.93%</i>	<i>1.76%</i>	

Year	2021
Version	actuals

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Actuals Totals
Total Media Spend							
Total Fees							
Total Media + Fees (Total Advertiser Spend)							
Buyside Take							
Platform Fee							
Non-Google Media Revenue							
Sellside Media Revenue							
Attributable Served Revenue							
GA360							
General Incentives							
General Brazil Tax							
General Reserves							
DST							
FX Impact							
PG/PD Adjustment							
Plug							
Contra Revenue							
Booked Revenue							
TAC							
CAC							
TAC/CAC							
Net Revenue							
Machines/Network							
DST - Other COS							
Credit Card Fees							
Other COS							
Machine/Network/OCOS							
Gross Margin							
Apps							

Year	2021
Version	actuals

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Actuals Totals
<i>Buyside Eng</i>	■	■	■	■	■	■	■
<i>GDA PM</i>	■	■	■	■	■	■	■
<i>Sellside</i>	■	■	■	■	■	■	■
<i>Infra</i>	■	■	■	■	■	■	■
<i>MOMI</i>	■	■	■	■	■	■	■
<i>BAM (Buying Platforms)</i>	■	■	■	■	■	■	■
<i>X-DVA</i>	■	■	■	■	■	■	■
AViD EngPM	■	■	■	■	■	■	■
<i>Search Ads (ML&AQI)</i>	■	■	■	■	■	■	■
<i>YouTube Ads</i>	■	■	■	■	■	■	■
<i>AIM (GA + Brand Measurement)</i>	■	■	■	■	■	■	■
<i>APaS</i>	■	■	■	■	■	■	■
<i>Core</i>	■	■	■	■	■	■	■
<i>Customer Engagement</i>	■	■	■	■	■	■	■
<i>EngProd - Ads</i>	■	■	■	■	■	■	■
<i>Payments/NBU</i>	■	■	■	■	■	■	■
<i>UX</i>	■	■	■	■	■	■	■
<i>Other</i>	■	■	■	■	■	■	■
Other EngPM	■	■	■	■	■	■	■
EngPM	■	■	■	■	■	■	■
<i>Admin</i>	■	■	■	■	■	■	■
<i>Americas LCS</i>	■	■	■	■	■	■	■
<i>APAC LCS</i>	■	■	■	■	■	■	■
<i>APAC LCS</i>	■	■	■	■	■	■	■
<i>gCare</i>	■	■	■	■	■	■	■
<i>EMEA LCS</i>	■	■	■	■	■	■	■
<i>EMEA LCS</i>	■	■	■	■	■	■	■
<i>gCare</i>	■	■	■	■	■	■	■
<i>GCAS</i>	■	■	■	■	■	■	■
<i>Global Partnerships</i>	■	■	■	■	■	■	■
<i>GMS</i>	■	■	■	■	■	■	■
<i>GTM</i>	■	■	■	■	■	■	■
<i>gUP</i>	■	■	■	■	■	■	■
<i>gCare</i>	■	■	■	■	■	■	■
<i>GTM</i>	■	■	■	■	■	■	■
<i>gTech</i>	■	■	■	■	■	■	■

Year	2021
Version	actuals

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Actuals Totals
<i>GSL/GPL</i>							
<i>gTech</i>							
<i>gCare</i>							
<i>gTech</i>							
<i>gBoss</i>							
<i>gUP</i>							
GBO							
Marketing							
<i>REWS</i>							
<i>POPS</i>							
<i>Global Affairs</i>							
<i>Central</i>							
<i>Finance</i>							
G&A							
<i>Technical Infrastructure</i>							
TI							
Total OPEX							
Operating Profit							
<i>% of Booked</i>							
<i>Revenue %</i>							

Year	2022
Version	plan

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Plan Totals
Total Media Spend							
Total Fees							
Total Media + Fees (Total Advertiser Spend)							
Buyside Take							
Platform Fee							
Non-Google Media Revenue							
Sellside Media Revenue							
Attributable Served Revenue							
GA360							
General Incentives							
General Brazil Tax							
General Reserves							
DST							
FX Impact							
PG/PD Adjustment							
Plug							
Contra Revenue							
Booked Revenue							
TAC							
CAC							
TAC/CAC							
Net Revenue							
Machines/Network							
DST - Other COS							
Credit Card Fees							
Other COS							
Machine/Network/OCOS							
Gross Margin							
Apps							

Year	2022
Version	plan

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Plan Totals
<i>Buyside Eng</i>	■	■	■	■	■	■	■
<i>GDA PM</i>	■	■	■	■	■	■	■
<i>Sellside</i>	■	■	■	■	■	■	■
<i>Infra</i>	■	■	■	■	■	■	■
<i>MOMI</i>	■	■	■	■	■	■	■
<i>BAM (Buying Platforms)</i>	■	■	■	■	■	■	■
<i>X-DVA</i>	■	■	■	■	■	■	■
AViD EngPM	■	■	■	■	■	■	■
<i>Search Ads (ML&AQI)</i>	■	■	■	■	■	■	■
<i>YouTube Ads</i>	■	■	■	■	■	■	■
<i>AIM (GA + Brand Measurement)</i>	■	■	■	■	■	■	■
<i>APaS</i>	■	■	■	■	■	■	■
<i>Core</i>	■	■	■	■	■	■	■
<i>Customer Engagement</i>	■	■	■	■	■	■	■
<i>EngProd - Ads</i>	■	■	■	■	■	■	■
<i>Payments/NBU</i>	■	■	■	■	■	■	■
<i>UX</i>	■	■	■	■	■	■	■
<i>Other</i>	■	■	■	■	■	■	■
Other EngPM	■	■	■	■	■	■	■
EngPM	■	■	■	■	■	■	■
<i>Admin</i>	■	■	■	■	■	■	■
<i>Americas LCS</i>	■	■	■	■	■	■	■
<i>APAC LCS</i>	■	■	■	■	■	■	■
<i>APAC LCS</i>	■	■	■	■	■	■	■
<i>gCare</i>	■	■	■	■	■	■	■
<i>EMEA LCS</i>	■	■	■	■	■	■	■
<i>EMEA LCS</i>	■	■	■	■	■	■	■
<i>gCare</i>	■	■	■	■	■	■	■
<i>GCAS</i>	■	■	■	■	■	■	■
<i>Global Partnerships</i>	■	■	■	■	■	■	■
<i>GMS</i>	■	■	■	■	■	■	■
<i>GTM</i>	■	■	■	■	■	■	■
<i>gUP</i>	■	■	■	■	■	■	■
<i>gCare</i>	■	■	■	■	■	■	■
<i>GTM</i>	■	■	■	■	■	■	■
<i>gTech</i>	■	■	■	■	■	■	■

Year	2022
Version	plan

*colors must match

	AdMob	AdSense	Google Ad Manager	Google Ads	DV360	CM360	Plan Totals
<i>GSL/GPL</i>							
<i>gTech</i>							
<i>gCare</i>							
<i>gTech</i>							
<i>gBoss</i>							
<i>gUP</i>							
GBO							
Marketing							
<i>REWS</i>							
<i>POPS</i>							
<i>Global Affairs</i>							
<i>Central</i>							
<i>Finance</i>							
G&A							
<i>Technical Infrastructure</i>							
TI							
Total OPEX							
Operating Profit							
<i>% of Booked</i>							
<i>Revenue %</i>							

	Actuals Totals	2021 Actuals Totals	2022 Plan Totals	vs. Plan \$	vs. Plan %	YoY \$	YoY %
Total Media Spend							
Total Fees							
Buyside Take/Platform Fee							
Non-Google Media Revenue							
Sellside Media Revenue							
Attributable Served Revenue							
GA360							
General Incentives							
General Brazil Tax							
General Reserves							
FX Impact							
PG/PD Adjustment							
Contra Revenue							
Booked Revenue							
TAC							
CAC							
TAC/CAC							
Net Revenue							
Machine/Network							
Other COS							
Other COS - GA							
Machine/Network/OCOS							
Gross Margin							
Apps							
Buyside Eng							
GDA PM							
Sellside							
Infra							
MOMI							
X-DVA							
AViD EngPM							
Search Ads							
BAM Buyside							

YouTube Ads							
AIM							
APaS							
Core							
Customer Engagement							
EngProd - Ads							
Payments/NBU							
UX							
Other							
Other EngPM							
EngPM							
Admin							
GCAS							
GMS							
GSL/GPL							
GTM							
Global Partnerships							
Americas LCS							
EMEA LCS							
APAC LCS							
gTech							
GBO							
Marketing							
REWS							
POPS							
Global Affairs							
Central							
Finance							
G&A							
Technical Infrastructure							
TI							
Total OPEX							
Operating Profit							
% of Booked							
Revenue %							

year	simplified_view	label	product	amount	line_item	grouping1	grouping2
2020	actuals		CM360	13720385.63	EMEA LCS	EMEA LCS	GBO
2020	actuals		Google Ad Manager	1234321.221	gUP	gTech	GBO
2020	actuals		CM360	74913.05078	gCare	GTM	GBO
2020	actuals		CM360	16712777.48	gTech	gTech	GBO
2020	actuals		Google Ad Manager	51612166.07	gTech	gTech	GBO
2020	actuals		DV360	29959.75364	gUP	GTM	GBO
2020	actuals		DV360	66655083.91	EMEA LCS	EMEA LCS	GBO
2020	actuals		Google Ads	25251224.88	gCare	gTech	GBO
2020	actuals		AdSense	2668.433695	gCare	GTM	GBO
2020	actuals		Google Ads	6935595.464	GSL/GPL	GSL/GPL	GBO
2020	actuals		CM360	542838.265	gBoss	gTech	GBO
2020	actuals		Google Ad Manager		gCare	EMEA LCS	GBO
2020	actuals		DV360	1665222.281	gBoss	gTech	GBO
2020	actuals		DV360	30809489.15	gTech	gTech	GBO
2020	actuals		DV360	19480030.05	GTM	GTM	GBO
2020	actuals		CM360	0	Global Partnerships	Global Partnerships	GBO
2020	actuals		AdMob		gCare	EMEA LCS	GBO
2020	actuals		AdMob	0.09157386312	GTM	GTM	GBO
2020	actuals		Google Ad Manager	0	GCAS	GCAS	GBO
2020	actuals		DV360		gCare	EMEA LCS	GBO
2020	actuals		Google Ads	29130.2432	gCare	APAC LCS	GBO
2020	actuals		AdMob	99579.78798	gUP	gTech	GBO
2020	actuals		AdMob	2807573.614	Admin	Admin	GBO
2020	actuals		AdSense	1957286.011	Admin	Admin	GBO
2020	actuals		Google Ad Manager	0	gCare	APAC LCS	GBO
2020	actuals		CM360	3610107.03	GCAS	GCAS	GBO
2020	actuals		Google Ad Manager	44113.03608	gUP	GTM	GBO
2020	actuals		AdMob	0	GMS	GMS	GBO
2020	actuals		CM360	40648538.86	Americas LCS	Americas LCS	GBO
2020	actuals		AdSense	0	APAC LCS	APAC LCS	GBO
2020	actuals		AdMob	35334122.26	Global Partnerships	Global Partnerships	GBO
2020	actuals		Google Ads	34804064.84	APAC LCS	APAC LCS	GBO
2020	actuals		Google Ads	3241383.239	gBoss	gTech	GBO
2020	actuals		Google Ad Manager	2591894.034	gTech	GTM	GBO
2020	actuals		AdMob	1133788.485	EMEA LCS	EMEA LCS	GBO
2020	actuals		AdMob	1477462.018	GSL/GPL	GSL/GPL	GBO

2020	actuals		AdSense	96673.29079	gCare	gTech	GBO
2020	actuals		AdSense	244694.6439	GSL/GPL	GSL/GPL	GBO
2020	actuals		Google Ads	58317.16546	gUP	GTM	GBO
2020	actuals		Google Ad Manager	112156487.8	Global Partnerships	Global Partnerships	GBO
2020	actuals		CM360	0	GMS	GMS	GBO
2020	actuals		Google Ads	9955474.229	GCAS	GCAS	GBO
2020	actuals		CM360	9766.444318	gUP	GTM	GBO
2020	actuals		Google Ad Manager	11454395.73	Admin	Admin	GBO
2020	actuals		DV360	15899705.74	Admin	Admin	GBO
2020	actuals		AdMob	5963772.791	gTech	gTech	GBO
2020	actuals		DV360	10430372.77	GSL/GPL	GSL/GPL	GBO
2020	actuals		AdSense		gCare	EMEA LCS	GBO
2020	actuals		AdSense	109307.0026	gTech	GTM	GBO
2020	actuals		Google Ads	3056632.301	gTech	GTM	GBO
2020	actuals		Google Ad Manager	0	GMS	GMS	GBO
2020	actuals		Google Ads	61535781.93	EMEA LCS	EMEA LCS	GBO
2020	actuals		CM360	1972709.44	gCare	gTech	GBO
2020	actuals		AdMob	277004.3309	gTech	GTM	GBO
2020	actuals		Google Ads	75881824.54	GMS	GMS	GBO
2020	actuals		AdMob	0	GCAS	GCAS	GBO
2020	actuals		CM360	2916476.131	APAC LCS	APAC LCS	GBO
2020	actuals		AdSense	79714.47133	gBoss	gTech	GBO
2020	actuals		Google Ad Manager	2451889.673	gBoss	gTech	GBO
2020	actuals		DV360	8565.66022	gCare	APAC LCS	GBO
2020	actuals		AdSense	0	GMS	GMS	GBO
2020	actuals		AdMob	210750.6118	gBoss	gTech	GBO
2020	actuals		AdSense	1887468.179	gTech	gTech	GBO
2020	actuals		CM360	0	gCare	APAC LCS	GBO
2020	actuals		AdMob	0	gCare	APAC LCS	GBO
2020	actuals		AdSense	0	gCare	APAC LCS	GBO
2020	actuals		AdSense	0	Americas LCS	Americas LCS	GBO
2020	actuals		CM360	4295413.275	Admin	Admin	GBO
2020	actuals		CM360		gCare	EMEA LCS	GBO
2020	actuals		AdMob	452853.8415	gCare	gTech	GBO
2020	actuals		AdMob	167122.6556	Americas LCS	Americas LCS	GBO
2020	actuals		Google Ads	1050328.547	gCare	GTM	GBO
2020	actuals		Google Ad Manager	20568004.73	EMEA LCS	EMEA LCS	GBO

2020	actuals		Google Ad Manager	0.3162537788	GTM	GTM	GBO
2020	actuals		Google Ads	24630109.32	GTM	GTM	GBO
2020	actuals		AdMob	3791.707859	gUP	GTM	GBO
2020	actuals		AdSense	34860423.22	Global Partnerships	Global Partnerships	GBO
2020	actuals		AdSense	0.06740780157	GTM	GTM	GBO
2020	actuals		Google Ad Manager	682583.5707	APAC LCS	APAC LCS	GBO
2020	actuals		DV360	31565548.76	gCare	gTech	GBO
2020	actuals		CM360	4344808.59	GTM	GTM	GBO
2020	actuals		DV360	1072236.612	gTech	GTM	GBO
2020	actuals		AdSense	1434.178457	gUP	GTM	GBO
2020	actuals		Google Ad Manager	452975.1071	gCare	GTM	GBO
2020	actuals		Google Ad Manager	6541946.978	GSL/GPL	GSL/GPL	GBO
2020	actuals		DV360	670392.4758	gCare	GTM	GBO
2020	actuals		CM360	284288.0108	gUP	gTech	GBO
2020	actuals		Google Ad Manager	16658341.19	gCare	gTech	GBO
2020	actuals		Google Ads		gCare	EMEA LCS	GBO
2020	actuals		Google Ad Manager	3031764.406	Americas LCS	Americas LCS	GBO
2020	actuals		AdSense	0	EMEA LCS	EMEA LCS	GBO
2020	actuals		DV360	97617038.64	Americas LCS	Americas LCS	GBO
2020	actuals		DV360	12165208.74	GCAS	GCAS	GBO
2020	actuals		Google Ads	1715482.574	gUP	gTech	GBO
2020	actuals		DV360	9600634.034	GMS	GMS	GBO
2020	actuals		DV360	0	Global Partnerships	Global Partnerships	GBO
2020	actuals		DV360	19792098.8	APAC LCS	APAC LCS	GBO
2020	actuals		AdSense	33002.51387	gUP	gTech	GBO
2020	actuals		AdMob	37626.66348	APAC LCS	APAC LCS	GBO
2020	actuals		AdMob	12024.9264	gCare	GTM	GBO
2020	actuals		Google Ads	0	Global Partnerships	Global Partnerships	GBO
2020	actuals		DV360	1208200.386	gUP	gTech	GBO
2020	actuals		CM360	579171.4188	gTech	GTM	GBO
2020	actuals		Google Ads	23092071.31	Admin	Admin	GBO
2020	actuals		Google Ads	67888994.67	Americas LCS	Americas LCS	GBO
2020	actuals		CM360	1892403.611	GSL/GPL	GSL/GPL	GBO
2020	actuals		Google Ads	70432708.16	gTech	gTech	GBO
2020	actuals		AdSense	0	GCAS	GCAS	GBO
2020	2022 V10		Google Ads	0	DST	Contra Revenue	Contra Revenue
2020	actuals		Google Ads	3325277.422	UX	General EngPM	EngPM

2020	actuals		Google Ad Manager	46417113.74	Global Affairs	G&A	G&A
2020	actuals		AdMob	38642573.16	Sellside	AViD	EngPM
2020	actuals		DV360	5279584.94	Other	General EngPM	EngPM
2020	actuals		GA360	0	Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdMob	12524497.9	Global Affairs	G&A	G&A
2020	actuals		DV360	6830978.503	Infra	AViD	EngPM
2020	actuals		DV360	13380984.95	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		AdSense	3276948846	Total Media Spend	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		CM360	3533298.685	Infra	AViD	EngPM
2020	actuals		AdSense	1452972.656	Payments/NBU	General EngPM	EngPM
2020	actuals		GA360	0	Other COS	Other COS	Other COS
2020	actuals		Google Ads	6258648.478	X-DVA	AViD	EngPM
2020	actuals		Google Ads	36514161.35	Apps	AViD	EngPM
2020	actuals		CM360	4732446.034	Other COS	Other COS	Other COS
2020	actuals		Google Ads	34875251.54	Core	General EngPM	EngPM
2020	actuals		Google Ads	19239946.99	Other	General EngPM	EngPM
2020	actuals		Google Ad Manager	16591948.96	Other COS	Other COS	Other COS
2020	actuals		Google Ads	197140377.4	General Incentives	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	44852865.46	Core	General EngPM	EngPM
2020	actuals		Google Ad Manager	3573875.427	Customer Engagement	General EngPM	EngPM
2020	actuals		Google Ads	2056676.657	Payments/NBU	Other Allocatable	EngPM
2020	actuals		DV360	543976431	Total Fees	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		Google Ad Manager	1192170.021	Marketing	Marketing	Marketing
2020	actuals		AdMob	6620025.618	Other	General EngPM	EngPM
2020	actuals		DV360	-213185.8457	Plug	Contra Revenue	Contra Revenue
2020	actuals		AdMob	10631579.29	Technical Infrastructure	TI	TI
2020	actuals		DV360	5677560.063	EngProd - Ads	Other Allocatable	EngPM
2020	actuals		Google Ads	110546324.5	Credit Card Fees	Other COS	Other COS
2020	actuals		AdMob	3295157.528	Infra	AViD	EngPM
2020	actuals		DV360	2265071.885	Marketing	Marketing	Marketing
2020	actuals		Google Ad Manager	6092808.588	Infra	AViD	EngPM
2020	actuals		AdSense	7469186.868	MOMI	AViD	EngPM

2020	actuals		Google Ad Manager	53494264.83	AIM (GA + Brand Measurement)	General EngPM	EngPM
2020	actuals		AdMob	943735381.8	Buyside Take	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ad Manager	13571594.71	Finance	G&A	G&A
2020	actuals		Google Ads	19658847.88	MOMI	AViD	EngPM
2020	actuals		Google Ads	41594353.51	AIM (GA + Brand Measurement)	General EngPM	EngPM
2020	actuals		CM360	291064.3413	Payments/NBU	Other Allocatable	EngPM
2020	actuals		AdSense	17102126.66	REWS	G&A	G&A
2020	actuals		CM360	0	Marketing	Marketing	Marketing
2020	actuals		CM360	-151403.0167	Plug	Contra Revenue	Contra Revenue
2020	actuals		CM360	399008260.1	Attributable Served Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		CM360	1288992.443	UX	Other Allocatable	EngPM
2020	actuals		GA360	0	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	24744387.94	Other	General EngPM	EngPM
2020	actuals		Google Ads	-828035.2363	Plug	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	6628434.056	Payments/NBU	Other Allocatable	EngPM
2020	actuals		ERROR	0	Other COS	Other COS	Other COS
2020	actuals		DV360	1127901.424	Apps	AViD	EngPM
2020	actuals		Google Ad Manager	49144.42471	CAC	CAC	TAC/CAC
2020	actuals		AdMob	26706045.93	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		CM360	9503076.91	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		AdSense	-245357.5207	Plug	Contra Revenue	Contra Revenue
2020	actuals		AdSense	38010037.84	General Reserves	Contra Revenue	Contra Revenue
2020	actuals		AdMob	5195946.973	MOMI	AViD	EngPM
2020	actuals		DV360	9570029.114	Core	General EngPM	EngPM
2020	actuals		AdSense	16004572.47	Machines/Network	Machines/Network	Other COS
2020	actuals		CM360		Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	42936692.98	BAM (Buying Platforms)	AViD	EngPM
2020	actuals		AdSense	122368.1078	CAC	CAC	TAC/CAC
2020	actuals		CM360	11220271.21	Global Affairs	G&A	G&A
2020	actuals		Google Ads	-3719589.83	DST	Contra Revenue	Contra Revenue
2020	actuals		ERROR	0	Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		DV360	106323.0036	CAC	CAC	TAC/CAC

2020	actuals		AdSense	9558718.024	Central	G&A	G&A
2020	actuals		Google Ads	120962591.4	REWS	G&A	G&A
2020	actuals		DV360	11484457.59	Finance	G&A	G&A
2020	actuals		CM360	19474148.59	Machines/Network	Machines/Network	Other COS
2020	actuals		AdMob	1144151.89	UX	General EngPM	EngPM
2020	actuals		AdMob	11391302.66	APaS	General EngPM	EngPM
2020	actuals		DV360	912480.9235	UX	General EngPM	EngPM
2020	actuals		ERROR	0	GA360	GA360	GA360
2020	actuals		Google Ad Manager	27122159.15	GA360	GA360	GA360
2020	actuals		Google Ads	67592306.7	Global Affairs	G&A	G&A
2020	actuals		CM360	399008260.1	Total Fees	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		AdSense	8112108.709	Technical Infrastructure	TI	TI
2020	actuals		Google Ad Manager	3211358.038	EngProd - Ads	General EngPM	EngPM
2020	actuals		Google Ad Manager	1477413200	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	12294130.84	UX	Other Allocatable	EngPM
2020	actuals		AdMob	4810025.45	EngProd - Ads	Other Allocatable	EngPM
2020	actuals		AdMob	3661955.598	Finance	G&A	G&A
2020	actuals		DV360	2703325547	Attributable Served Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdSense	19358688.47	Sellside	AVID	EngPM
2020	actuals		DV360	685191.227	EngProd - Ads	General EngPM	EngPM
2020	actuals		AdSense	0	Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ad Manager	33317773.92	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	8515352.243	Customer Engagement	Other Allocatable	EngPM
2020	actuals		ERROR	0	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		CM360	7735929.928	GA360	GA360	GA360
2020	actuals		DV360	12823786.36	Customer Engagement	Other Allocatable	EngPM
2020	actuals		AdMob	56029484.86	Machines/Network	Machines/Network	Other COS
2020	actuals		AdMob	956141.9316	Customer Engagement	General EngPM	EngPM
2020	actuals		GA360	0	GA360	GA360	GA360
2020	actuals		Google Ad Manager	82232820.95	General Reserves	Contra Revenue	Contra Revenue
2020	actuals		DV360	39278757.25	Global Affairs	G&A	G&A

2020	actuals		DV360	2388036.203	X-DVA	AViD	EngPM
2020	actuals		Google Ads	2542859885	Attributable Served Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	360651722	TAC	TAC	TAC/CAC
2020	actuals		CM360	0	Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ad Manager	8746515522	Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdSense	9556443.664	Global Affairs	G&A	G&A
2020	actuals		Google Ad Manager	259688515.3	Platform Fee	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		GA360	0	CAC	CAC	TAC/CAC
2020	actuals		DV360	8264439.274	UX	Other Allocatable	EngPM
2020	plan		Google Ads	0	DST	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	39401757.17	Technical Infrastructure	TI	TI
2020	actuals		DV360	2159349116	Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ad Manager	5034813.457	GA360	GA360	GA360
2020	actuals		DV360	0	Buyside Take	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ad Manager	42578507.78	APaS	General EngPM	EngPM
2020	actuals		AdMob	6109338588	Total Media Spend	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		Google Ad Manager	-98538.37262	Plug	Contra Revenue	Contra Revenue
2020	actuals		AdMob	160060179.6	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		Google Ads	2496984.713	EngProd - Ads	General EngPM	EngPM
2020	actuals		Google Ad Manager	133845529.2	Sellside	AViD	EngPM
2020	actuals		CM360	11222941.55	Central	G&A	G&A
2020	actuals		Google Ad Manager	4276620.647	UX	General EngPM	EngPM
2020	actuals		CM360		Total Media Spend	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		DV360	10892720.64	GA360	GA360	GA360
2020	actuals		AdSense	9228695.864	APaS	General EngPM	EngPM
2020	actuals		Google Ad Manager	259688515.3	Attributable Served Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdMob	859155.3176	EngProd - Ads	General EngPM	EngPM

2020	actuals		AdSense	426937988.6	Buyside Take	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	0	Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	0	Total Fees	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		Google Ads	1989989295	Buyside Take	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdMob	65914172.37	General Reserves	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	0	Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	67608393.15	Central	G&A	G&A
2020	actuals		AdSense	9721652.438	Core	General EngPM	EngPM
2020	actuals		CM360	0	Buyside Take	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	40144041.11	Infra	AViD	EngPM
2020	actuals		DV360	17805430.82	Buyside Eng	AViD	EngPM
2020	actuals		ERROR	0	CAC	CAC	TAC/CAC
2020	actuals		AdMob	-425480.7107	Plug	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	3080041.21	Other COS	Other COS	Other COS
2020	actuals		AdSense	11594636.03	AIM (GA + Brand Measurement)	General EngPM	EngPM
2020	actuals		DV360	2130555.374	Payments/NBU	Other Allocatable	EngPM
2020	actuals		AdSense	2794145.733	Finance	G&A	G&A
2020	actuals		DV360	6663609.037	Other COS	Other COS	Other COS
2020	actuals		DV360	9084760.916	APaS	General EngPM	EngPM
2020	actuals		AdSense	12536530.84	GA360	GA360	GA360
2020	actuals		Google Ad Manager	6184934.449	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		Google Ads	33106829.5	APaS	General EngPM	EngPM
2020	actuals		Google Ad Manager	6703591.543	Payments/NBU	General EngPM	EngPM
2020	actuals		ERROR	0	Plug	Contra Revenue	Contra Revenue
2020	actuals		AdSense	774621.0728	Customer Engagement	General EngPM	EngPM
2020	actuals		DV360	70292914.93	REWS	G&A	G&A
2020	actuals		Google Ads	12777320142	Total Media Spend	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		DV360	84776692.48	BAM (Buying Platforms)	AViD	EngPM

2020	actuals		Google Ad Manager	264737.2976	CAC	CAC	TAC/CAC
2020	actuals		Google Ad Manager	9365831446	Total Media Spend	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		AdMob	12527478.64	Central	G&A	G&A
2020	actuals		Google Ads	0	Platform Fee	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ad Manager	46428160.65	Central	G&A	G&A
2020	actuals		AdMob	5165603206	Attributable Served Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	9237581.164	GDA PM	AViD	EngPM
2020	actuals		CM360	20079697.65	REWS	G&A	G&A
2020	actuals		Google Ad Manager	-530818.7578	Plug	Contra Revenue	Contra Revenue
2020	actuals		Google Ads	57376588.94	Technical Infrastructure	TI	TI
2020	actuals		AdMob	212201.6448	CAC	CAC	TAC/CAC
2020	actuals		DV360	20675406.74	General Brazil Tax	Contra Revenue	Contra Revenue
2020	actuals		Google Ads	412969.2245	CAC	CAC	TAC/CAC
2020	actuals		AdMob	4670975.42	Marketing	Marketing	Marketing
2020	actuals		DV360	351109254.2	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		GA360		TAC	TAC	TAC/CAC
2020	actuals		DV360	1430311.432	Payments/NBU	General EngPM	EngPM
2020	actuals		DV360	27493605.37	General Reserves	Contra Revenue	Contra Revenue
2020	actuals		AdSense	926937.8692	UX	General EngPM	EngPM
2020	actuals		Google Ad Manager	5870179939	TAC	TAC	TAC/CAC
2020	actuals		DV360	13609669.99	AIM (GA + Brand Measurement)	Other Allocatable	EngPM
2020	actuals		Google Ads	51973089.49	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		ERROR	0	Total Fees	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		AdMob	4652578.935	Payments/NBU	Other Allocatable	EngPM
2020	actuals		CM360	75509.81365	CAC	CAC	TAC/CAC
2020	actuals		CM360	4866593.597	POPS	G&A	G&A
2020	actuals		Google Ads	106787924.6	General Reserves	Contra Revenue	Contra Revenue
2020	actuals		DV360	1790385259	TAC	TAC	TAC/CAC
2020	actuals		DV360	7387322.577	MOMI	AViD	EngPM
2020	actuals		DV360	11413800.8	AIM (GA + Brand Measurement)	General EngPM	EngPM

2020	actuals		Google Ad Manager	14417252.82	EngProd - Ads	Other Allocatable	EngPM
2020	actuals		AdSense	2042612.998	Payments/NBU	Other Allocatable	EngPM
2020	actuals		Google Ads	25882126.76	Other COS	Other COS	Other COS
2020	actuals		AdSense	5239041.176	X-DVA	AViD	EngPM
2020	actuals		AdSense	2850010857	Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		DV360	17036464.17	POPS	G&A	G&A
2020	actuals		AdMob	5432278.787	POPS	G&A	G&A
2020	actuals		AdSense	5363232.358	Other	General EngPM	EngPM
2020	actuals		AdMob	4654059.385	X-DVA	AViD	EngPM
2020	actuals		AdSense	696047.0949	EngProd - Ads	General EngPM	EngPM
2020	actuals		AdMob	13299368.44	Other COS	Other COS	Other COS
2020	actuals		AdMob	22413730.15	REWS	G&A	G&A
2020	actuals		DV360	33342272.5	Technical Infrastructure	TI	TI
2020	actuals		Google Ads	0	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		AdSense	2203394432	TAC	TAC	TAC/CAC
2020	actuals		Google Ads	26575424.93	APaS	Other Allocatable	EngPM
2020	actuals		AdSense	4810025.45	EngProd - Ads	Other Allocatable	EngPM
2020	actuals		CM360	0	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		CM360	9524469.878	Technical Infrastructure	TI	TI
2020	actuals		Google Ad Manager	259688515.3	Total Fees	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		AdMob	6974632.145	UX	Other Allocatable	EngPM
2020	actuals		Google Ad Manager	0	Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdMob	11999776.24	Core	General EngPM	EngPM
2020	actuals		AdMob	0	Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		DV360	39288105.29	Central	G&A	G&A
2020	actuals		AdMob	5165603206	Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ad Manager	20132599.67	POPS	G&A	G&A
2020	actuals		AdSense	2850010857	Attributable Served Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		GA360	0	Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	29316963.98	POPS	G&A	G&A

2020	actuals		Google Ads	23567761.25	AIM (GA + Brand Measurement)	Other Allocatable	EngPM
2020	actuals		Google Ads	552870590.5	Non-Google Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ads	42850311.37	General Brazil Tax	Contra Revenue	Contra Revenue
2020	actuals		Google Ads	18154181.83	UX	Other Allocatable	EngPM
2020	actuals		CM360	399008260.1	Platform Fee	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		ERROR	0	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		AdSense	1623001.809	Infra	AViD	EngPM
2020	actuals		AdMob	1793455.059	Payments/NBU	General EngPM	EngPM
2020	actuals		Google Ad Manager	66531341.69	Machines/Network	Machines/Network	Other COS
2020	actuals		Google Ad Manager	83067654.27	REWS	G&A	G&A
2020	actuals		GA360	0	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	619315924.2	Buyside Take	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdMob	3884229054	TAC	TAC	TAC/CAC
2020	actuals		Google Ads	635754564.1	Machines/Network	Machines/Network	Other COS
2020	actuals		Google Ad Manager	8746515522	Attributable Served Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdSense	4144937.913	POPS	G&A	G&A
2020	actuals		AdMob	731206.8524	Customer Engagement	Other Allocatable	EngPM
2020	actuals		Google Ads	31221184.54	Marketing	Marketing	Marketing
2020	actuals		Google Ads	2778859.349	Customer Engagement	General EngPM	EngPM
2020	actuals		Google Ads	11394061.09	YouTube Ads	Other Allocatable	EngPM
2020	actuals		Google Ads	19227221.03	EngProd - Ads	Other Allocatable	EngPM
2020	actuals		AdSense	15400296.78	FX Impact	Contra Revenue	Contra Revenue
2020	actuals		AdSense	275930.5368	Customer Engagement	Other Allocatable	EngPM
2020	actuals		DV360	0	Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		AdX Buyers	0	Total Fees	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		AdSense	0	Marketing	Marketing	Marketing
2020	actuals		ERROR		TAC	TAC	TAC/CAC
2020	actuals		CM360	8305868.206	EngProd - Ads	Other Allocatable	EngPM
2020	actuals		CM360		TAC	TAC	TAC/CAC

PTX-1097-Native

P&L Data

2020	actuals		DV360	543976431	Platform Fee	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		DV360	50755736.3	General Incentives	Contra Revenue	Contra Revenue
2020	actuals		DV360	6165096180	Total Media Spend	Total Media + Fees (Total Advertiser Spend)	Total Media + Fees (Total Advertiser Spend)
2020	actuals		Google Ads	21235071.99	Customer Engagement	Other Allocatable	EngPM
2020	actuals		Google Ad Manager		Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		Google Ad Manager		TAC	TAC	TAC/CAC
2020	actuals		Google Ad Manager	0	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		Google Ad Manager	12665081.46	MOMI	AViD	EngPM
2020	actuals		Google Ads	5212363.555	Payments/NBU	General EngPM	EngPM
2020	actuals		DV360	762539.7293	Customer Engagement	General EngPM	EngPM
2020	actuals		GA360	0	Plug	Contra Revenue	Contra Revenue
2020	actuals		AdMob	14311665.51	AIM (GA + Brand Measurement)	General EngPM	EngPM
2020	actuals		ERROR	0	Sellside Media Revenue	Attributable Served Revenue	Attributable Served Revenue
2020	actuals		DV360	347151677.4	Machines/Network	Machines/Network	Other COS
2020	actuals		AdSense	6818499.972	UX	Other Allocatable	EngPM
2020	actuals		CM360	3280621.331	Finance	G&A	G&A
2020	actuals		CM360	39975692.38	BAM (Buying Platforms)	AViD	EngPM
2020	actuals		AdSense	7669207.994	Other COS	Other COS	Other COS
2020	actuals		Google Ads	19762870.17	Finance	G&A	G&A
2020	actuals		Google Ad Manager	7873182.554	X-DVA	AViD	EngPM
2020	actuals		Google Ads	19388084.88	Search Ads (ML&AQI)	Other Allocatable	EngPM
2020	actuals		AdSense	0	PG/PD Adjustment	Contra Revenue	Contra Revenue
2020	actuals		CM360	3722591.447	Customer Engagement	Other Allocatable	EngPM
2020	actuals		Google Ads	47382975.11	Buyside Eng	AViD	EngPM
2020	actuals		Google Ad Manager	15265263.77	General Reserves	Contra Revenue	Contra Revenue
2020	actuals		Google Ads	42308420.97	GA360	GA360	GA360
2020	actuals		AdMob	21739916.65	GA360	GA360	GA360

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Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	10
	Sub-category 1.3	10
	Sub-category 1.4	10
	Sub-category 1.5	10
	Sub-category 1.6	10
	Sub-category 1.7	10
	Sub-category 1.8	10
	Sub-category 1.9	10
	Sub-category 1.10	10
Category 2	Sub-category 2.1	10
	Sub-category 2.2	10
	Sub-category 2.3	10
	Sub-category 2.4	10
	Sub-category 2.5	10
	Sub-category 2.6	10
	Sub-category 2.7	10
	Sub-category 2.8	10
	Sub-category 2.9	10
	Sub-category 2.10	10
Category 3	Sub-category 3.1	10
	Sub-category 3.2	10
	Sub-category 3.3	10
	Sub-category 3.4	10
	Sub-category 3.5	10
	Sub-category 3.6	10
	Sub-category 3.7	10
	Sub-category 3.8	10
	Sub-category 3.9	10
	Sub-category 3.10	10
Category 4	Sub-category 4.1	10
	Sub-category 4.2	10
	Sub-category 4.3	10
	Sub-category 4.4	10
	Sub-category 4.5	10
	Sub-category 4.6	10
	Sub-category 4.7	10
	Sub-category 4.8	10
	Sub-category 4.9	10
	Sub-category 4.10	10
Category 5	Sub-category 5.1	10
	Sub-category 5.2	10
	Sub-category 5.3	10
	Sub-category 5.4	10
	Sub-category 5.5	10
	Sub-category 5.6	10
	Sub-category 5.7	10
	Sub-category 5.8	10
	Sub-category 5.9	10
	Sub-category 5.10	10
Category 6	Sub-category 6.1	10
	Sub-category 6.2	10
	Sub-category 6.3	10
	Sub-category 6.4	10
	Sub-category 6.5	10
	Sub-category 6.6	10
	Sub-category 6.7	10
	Sub-category 6.8	10
	Sub-category 6.9	10
	Sub-category 6.10	10
Category 7	Sub-category 7.1	10
	Sub-category 7.2	10
	Sub-category 7.3	10
	Sub-category 7.4	10
	Sub-category 7.5	10
	Sub-category 7.6	10
	Sub-category 7.7	10
	Sub-category 7.8	10
	Sub-category 7.9	10
	Sub-category 7.10	10
Category 8	Sub-category 8.1	10
	Sub-category 8.2	10
	Sub-category 8.3	10
	Sub-category 8.4	10
	Sub-category 8.5	10
	Sub-category 8.6	10
	Sub-category 8.7	10
	Sub-category 8.8	10
	Sub-category 8.9	10
	Sub-category 8.10	10
Category 9	Sub-category 9.1	10
	Sub-category 9.2	10
	Sub-category 9.3	10
	Sub-category 9.4	10
	Sub-category 9.5	10
	Sub-category 9.6	10
	Sub-category 9.7	10
	Sub-category 9.8	10
	Sub-category 9.9	10
	Sub-category 9.10	10
Category 10	Sub-category 10.1	10
	Sub-category 10.2	10
	Sub-category 10.3	10
	Sub-category 10.4	10
	Sub-category 10.5	10
	Sub-category 10.6	10
	Sub-category 10.7	10
	Sub-category 10.8	10
	Sub-category 10.9	10
	Sub-category 10.10	10

Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	10
	Sub-category 1.3	10
	Sub-category 1.4	10
	Sub-category 1.5	10
	Sub-category 1.6	10
	Sub-category 1.7	10
	Sub-category 1.8	10
	Sub-category 1.9	10
	Sub-category 1.10	10
Category 2	Sub-category 2.1	10
	Sub-category 2.2	10
	Sub-category 2.3	10
	Sub-category 2.4	10
	Sub-category 2.5	10
	Sub-category 2.6	10
	Sub-category 2.7	10
	Sub-category 2.8	10
	Sub-category 2.9	10
	Sub-category 2.10	10
Category 3	Sub-category 3.1	10
	Sub-category 3.2	10
	Sub-category 3.3	10
	Sub-category 3.4	10
	Sub-category 3.5	10
	Sub-category 3.6	10
	Sub-category 3.7	10
	Sub-category 3.8	10
	Sub-category 3.9	10
	Sub-category 3.10	10
Category 4	Sub-category 4.1	10
	Sub-category 4.2	10
	Sub-category 4.3	10
	Sub-category 4.4	10
	Sub-category 4.5	10
	Sub-category 4.6	10
	Sub-category 4.7	10
	Sub-category 4.8	10
	Sub-category 4.9	10
	Sub-category 4.10	10
Category 5	Sub-category 5.1	10
	Sub-category 5.2	10
	Sub-category 5.3	10
	Sub-category 5.4	10
	Sub-category 5.5	10
	Sub-category 5.6	10
	Sub-category 5.7	10
	Sub-category 5.8	10
	Sub-category 5.9	10
	Sub-category 5.10	10
Category 6	Sub-category 6.1	10
	Sub-category 6.2	10
	Sub-category 6.3	10
	Sub-category 6.4	10
	Sub-category 6.5	10
	Sub-category 6.6	10
	Sub-category 6.7	10
	Sub-category 6.8	10
	Sub-category 6.9	10
	Sub-category 6.10	10
Category 7	Sub-category 7.1	10
	Sub-category 7.2	10
	Sub-category 7.3	10
	Sub-category 7.4	10
	Sub-category 7.5	10
	Sub-category 7.6	10
	Sub-category 7.7	10
	Sub-category 7.8	10
	Sub-category 7.9	10
	Sub-category 7.10	10
Category 8	Sub-category 8.1	10
	Sub-category 8.2	10
	Sub-category 8.3	10
	Sub-category 8.4	10
	Sub-category 8.5	10
	Sub-category 8.6	10
	Sub-category 8.7	10
	Sub-category 8.8	10
	Sub-category 8.9	10
	Sub-category 8.10	10
Category 9	Sub-category 9.1	10
	Sub-category 9.2	10
	Sub-category 9.3	10
	Sub-category 9.4	10
	Sub-category 9.5	10
	Sub-category 9.6	10
	Sub-category 9.7	10
	Sub-category 9.8	10
	Sub-category 9.9	10
	Sub-category 9.10	10
Category 10	Sub-category 10.1	10
	Sub-category 10.2	10
	Sub-category 10.3	10
	Sub-category 10.4	10
	Sub-category 10.5	10
	Sub-category 10.6	10
	Sub-category 10.7	10
	Sub-category 10.8	10
	Sub-category 10.9	10
	Sub-category 10.10	10

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Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	20
	Sub-category 1.3	30
	Sub-category 1.4	40
	Sub-category 1.5	50
	Sub-category 1.6	60
	Sub-category 1.7	70
	Sub-category 1.8	80
	Sub-category 1.9	90
	Sub-category 1.10	100
Category 2	Sub-category 2.1	15
	Sub-category 2.2	25
	Sub-category 2.3	35
	Sub-category 2.4	45
	Sub-category 2.5	55
	Sub-category 2.6	65
	Sub-category 2.7	75
	Sub-category 2.8	85
	Sub-category 2.9	95
	Sub-category 2.10	105
Category 3	Sub-category 3.1	20
	Sub-category 3.2	30
	Sub-category 3.3	40
	Sub-category 3.4	50
	Sub-category 3.5	60
	Sub-category 3.6	70
	Sub-category 3.7	80
	Sub-category 3.8	90
	Sub-category 3.9	100
	Sub-category 3.10	110
Category 4	Sub-category 4.1	25
	Sub-category 4.2	35
	Sub-category 4.3	45
	Sub-category 4.4	55
	Sub-category 4.5	65
	Sub-category 4.6	75
	Sub-category 4.7	85
	Sub-category 4.8	95
	Sub-category 4.9	105
	Sub-category 4.10	115
Category 5	Sub-category 5.1	30
	Sub-category 5.2	40
	Sub-category 5.3	50
	Sub-category 5.4	60
	Sub-category 5.5	70
	Sub-category 5.6	80
	Sub-category 5.7	90
	Sub-category 5.8	100
	Sub-category 5.9	110
	Sub-category 5.10	120
Category 6	Sub-category 6.1	35
	Sub-category 6.2	45
	Sub-category 6.3	55
	Sub-category 6.4	65
	Sub-category 6.5	75
	Sub-category 6.6	85
	Sub-category 6.7	95
	Sub-category 6.8	105
	Sub-category 6.9	115
	Sub-category 6.10	125
Category 7	Sub-category 7.1	40
	Sub-category 7.2	50
	Sub-category 7.3	60
	Sub-category 7.4	70
	Sub-category 7.5	80
	Sub-category 7.6	90
	Sub-category 7.7	100
	Sub-category 7.8	110
	Sub-category 7.9	120
	Sub-category 7.10	130
Category 8	Sub-category 8.1	45
	Sub-category 8.2	55
	Sub-category 8.3	65
	Sub-category 8.4	75
	Sub-category 8.5	85
	Sub-category 8.6	95
	Sub-category 8.7	105
	Sub-category 8.8	115
	Sub-category 8.9	125
	Sub-category 8.10	135
Category 9	Sub-category 9.1	50
	Sub-category 9.2	60
	Sub-category 9.3	70
	Sub-category 9.4	80
	Sub-category 9.5	90
	Sub-category 9.6	100
	Sub-category 9.7	110
	Sub-category 9.8	120
	Sub-category 9.9	130
	Sub-category 9.10	140
Category 10	Sub-category 10.1	55
	Sub-category 10.2	65
	Sub-category 10.3	75
	Sub-category 10.4	85
	Sub-category 10.5	95
	Sub-category 10.6	105
	Sub-category 10.7	115
	Sub-category 10.8	125
	Sub-category 10.9	135
	Sub-category 10.10	145

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Category	Item	Value	Item	Value	Item	Value	Item	Value
Category 1	Item 1.1	10	Item 1.2	20	Item 1.3	30	Item 1.4	40
	Item 1.5	50	Item 1.6	60	Item 1.7	70	Item 1.8	80
	Item 1.9	90	Item 1.10	100	Item 1.11	110	Item 1.12	120
	Item 1.13	130	Item 1.14	140	Item 1.15	150	Item 1.16	160
	Item 1.17	170	Item 1.18	180	Item 1.19	190	Item 1.20	200
	Item 1.21	210	Item 1.22	220	Item 1.23	230	Item 1.24	240
	Item 1.25	250	Item 1.26	260	Item 1.27	270	Item 1.28	280
	Item 1.29	290	Item 1.30	300	Item 1.31	310	Item 1.32	320
	Item 1.33	330	Item 1.34	340	Item 1.35	350	Item 1.36	360
	Item 1.37	370	Item 1.38	380	Item 1.39	390	Item 1.40	400
Category 2	Item 2.1	410	Item 2.2	420	Item 2.3	430	Item 2.4	440
	Item 2.5	450	Item 2.6	460	Item 2.7	470	Item 2.8	480
	Item 2.9	490	Item 2.10	500	Item 2.11	510	Item 2.12	520
	Item 2.13	530	Item 2.14	540	Item 2.15	550	Item 2.16	560
	Item 2.17	570	Item 2.18	580	Item 2.19	590	Item 2.20	600
	Item 2.21	610	Item 2.22	620	Item 2.23	630	Item 2.24	640
	Item 2.25	650	Item 2.26	660	Item 2.27	670	Item 2.28	680
	Item 2.29	690	Item 2.30	700	Item 2.31	710	Item 2.32	720
	Item 2.33	730	Item 2.34	740	Item 2.35	750	Item 2.36	760
	Item 2.37	770	Item 2.38	780	Item 2.39	790	Item 2.40	800
Category 3	Item 3.1	810	Item 3.2	820	Item 3.3	830	Item 3.4	840
	Item 3.5	850	Item 3.6	860	Item 3.7	870	Item 3.8	880
	Item 3.9	890	Item 3.10	900	Item 3.11	910	Item 3.12	920
	Item 3.13	930	Item 3.14	940	Item 3.15	950	Item 3.16	960
	Item 3.17	970	Item 3.18	980	Item 3.19	990	Item 3.20	1000
	Item 3.21	1010	Item 3.22	1020	Item 3.23	1030	Item 3.24	1040
	Item 3.25	1050	Item 3.26	1060	Item 3.27	1070	Item 3.28	1080
	Item 3.29	1090	Item 3.30	1100	Item 3.31	1110	Item 3.32	1120
	Item 3.33	1130	Item 3.34	1140	Item 3.35	1150	Item 3.36	1160
	Item 3.37	1170	Item 3.38	1180	Item 3.39	1190	Item 3.40	1200

1	2	3	4	5	6	7
1	1		1		1	1
2	2		2	2	2	2
3	3		3	3	3	3
4	4		4	4	4	4
5	5		5	5	5	5
6	6		6	6	6	6
7	7		7	7	7	7
8	8		8	8	8	8
9	9		9	9	9	9
10	10		10	10	10	10
11	11		11	11	11	11
12	12		12	12	12	12
13	13		13	13	13	13
14	14		14	14	14	14
15	15		15	15	15	15
16	16		16	16	16	16
17	17		17	17	17	17
18	18		18	18	18	18
19	19		19	19	19	19
20	20		20	20	20	20
21	21		21	21	21	21
22	22		22	22	22	22
23	23		23	23	23	23
24	24		24	24	24	24
25	25		25	25	25	25
26	26		26	26	26	26
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34	34		34	34	34	34
35	35		35	35	35	35
36	36		36	36	36	36
37	37		37	37	37	37
38	38		38	38	38	38
39	39		39	39	39	39
40	40		40	40	40	40
41	41		41	41	41	41
42	42		42	42	42	42
43	43		43	43	43	43
44	44		44	44	44	44
45	45		45	45	45	45
46	46		46	46	46	46
47	47		47	47	47	47
48	48		48	48	48	48
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62	62		62	62	62	62
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67	67		67	67	67	67
68	68		68	68	68	68
69	69		69	69	69	69
70	70		70	70	70	70
71	71		71	71	71	71
72	72		72	72	72	72
73	73		73	73	73	73
74	74		74	74	74	74
75	75		75	75	75	75
76	76		76	76	76	76
77	77		77	77	77	77
78	78		78	78	78	78
79	79		79	79	79	79
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81	81		81	81	81	81
82	82		82	82	82	82

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Category	Item	Value	Category	Item	Value	Category	Item	Value	Category	Item	Value
Category 1	Item 1.1	10	Category 2	Item 2.1	20	Category 3	Item 3.1	30	Category 4	Item 4.1	40
	Item 1.2	20		Item 2.2	30		Item 3.2	40		Item 4.2	50
	Item 1.3	30		Item 2.3	40		Item 3.3	50		Item 4.3	60
	Item 1.4	40		Item 2.4	50		Item 3.4	60		Item 4.4	70
	Item 1.5	50		Item 2.5	60		Item 3.5	70		Item 4.5	80
	Item 1.6	60		Item 2.6	70		Item 3.6	80		Item 4.6	90
	Item 1.7	70		Item 2.7	80		Item 3.7	90		Item 4.7	100
	Item 1.8	80		Item 2.8	90		Item 3.8	100		Item 4.8	110
	Item 1.9	90		Item 2.9	100		Item 3.9	110		Item 4.9	120
	Item 1.10	100		Item 2.10	110		Item 3.10	120		Item 4.10	130
Category 5	Item 5.1	10	Category 6	Item 6.1	20	Category 7	Item 7.1	30	Category 8	Item 8.1	40
	Item 5.2	20		Item 6.2	30		Item 7.2	40		Item 8.2	50
	Item 5.3	30		Item 6.3	40		Item 7.3	50		Item 8.3	60
	Item 5.4	40		Item 6.4	50		Item 7.4	60		Item 8.4	70
	Item 5.5	50		Item 6.5	60		Item 7.5	70		Item 8.5	80
	Item 5.6	60		Item 6.6	70		Item 7.6	80		Item 8.6	90
	Item 5.7	70		Item 6.7	80		Item 7.7	90		Item 8.7	100
	Item 5.8	80		Item 6.8	90		Item 7.8	100		Item 8.8	110
	Item 5.9	90		Item 6.9	100		Item 7.9	110		Item 8.9	120
	Item 5.10	100		Item 6.10	110		Item 7.10	120		Item 8.10	130
Category 9	Item 9.1	10	Category 10	Item 10.1	20	Category 11	Item 11.1	30	Category 12	Item 12.1	40
	Item 9.2	20		Item 10.2	30		Item 11.2	40		Item 12.2	50
	Item 9.3	30		Item 10.3	40		Item 11.3	50		Item 12.3	60
	Item 9.4	40		Item 10.4	50		Item 11.4	60		Item 12.4	70
	Item 9.5	50		Item 10.5	60		Item 11.5	70		Item 12.5	80
	Item 9.6	60		Item 10.6	70		Item 11.6	80		Item 12.6	90
	Item 9.7	70		Item 10.7	80		Item 11.7	90		Item 12.7	100
	Item 9.8	80		Item 10.8	90		Item 11.8	100		Item 12.8	110
	Item 9.9	90		Item 10.9	100		Item 11.9	110		Item 12.9	120
	Item 9.10	100		Item 10.10	110		Item 11.10	120		Item 12.10	130

Category	Item	Value	Unit
Agriculture	Wheat	1200	kg
	Rice	800	kg
	Corn	1500	kg
	Soybeans	600	kg
	Cotton	900	kg
	Vegetables	1100	kg
	Fruits	700	kg
	Grains	1300	kg
	Legumes	500	kg
	Other	400	kg
Livestock	Cattle	200	head
	Poultry	300	head
	Pigs	150	head
	Goats	100	head
	Sheep	120	head
	Birds	250	head
	Bees	80	hive
	Fish	180	kg
	Other	60	head
	Other	30	head
Manufacturing	Textiles	1500	kg
	Food Processing	1200	kg
	Chemicals	900	kg
	Metals	1100	kg
	Plastics	800	kg
	Electronics	700	kg
	Automotive	600	kg
	Other	500	kg
	Other	400	kg
	Other	300	kg
Services	Healthcare	1000	kg
	Education	800	kg
	Retail	1200	kg
	Finance	900	kg
	Transport	700	kg
	Communication	600	kg
	Other	500	kg
	Other	400	kg
	Other	300	kg
	Other	200	kg

1	2	3	4	5	6	7
1	1	1	1	1	1	1
2	1	1	1	1	1	1
3	1	1	1	1	1	1
4	1	1	1	1	1	1
5	1	1	1	1	1	1
6	1	1	1	1	1	1
7	1	1	1	1	1	1
8	1	1	1	1	1	1
9	1	1	1	1	1	1
10	1	1	1	1	1	1
11	1	1	1	1	1	1
12	1	1	1	1	1	1
13	1	1	1	1	1	1
14	1	1	1	1	1	1
15	1	1	1	1	1	1
16	1	1	1	1	1	1
17	1	1	1	1	1	1
18	1	1	1	1	1	1
19	1	1	1	1	1	1
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27	1	1	1	1	1	1
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30	1	1	1	1	1	1
31	1	1	1	1	1	1
32	1	1	1	1	1	1
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35	1	1	1	1	1	1
36	1	1	1	1	1	1
37	1	1	1	1	1	1
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39	1	1	1	1	1	1
40	1	1	1	1	1	1
41	1	1	1	1	1	1
42	1	1	1	1	1	1
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47	1	1	1	1	1	1
48	1	1	1	1	1	1
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60	1	1	1	1	1	1
61	1	1	1	1	1	1
62	1	1	1	1	1	1
63	1	1	1	1	1	1
64	1	1	1	1	1	1
65	1	1	1	1	1	1
66	1	1	1	1	1	1
67	1	1	1	1	1	1
68	1	1	1	1	1	1
69	1	1	1	1	1	1
70	1	1	1	1	1	1
71	1	1	1	1	1	1
72	1	1	1	1	1	1
73	1	1	1	1	1	1
74	1	1	1	1	1	1
75	1	1	1	1	1	1
76	1	1	1	1	1	1
77	1	1	1	1	1	1
78	1	1	1	1	1	1
79	1	1	1	1	1	1
80	1	1	1	1	1	1
81	1	1	1	1	1	1
82	1	1	1	1	1	1
83	1	1	1	1	1	1
84	1	1	1	1	1	1
85	1	1	1	1	1	1
86	1	1	1	1	1	1
87	1	1	1	1	1	1
88	1	1	1	1	1	1
89	1	1	1	1	1	1
90	1	1	1	1	1	1
91	1	1	1	1	1	1
92	1	1	1	1	1	1
93	1	1	1	1	1	1
94	1	1	1	1	1	1
95	1	1	1	1	1	1
96	1	1	1	1	1	1
97	1	1	1	1	1	1
98	1	1	1	1	1	1
99	1	1	1	1	1	1
100	1	1	1	1	1	1

Category	Sub-category	Value	Category	Sub-category	Value	Category	Sub-category	Value	Category	Sub-category	Value
A	A1	10	B	B1	20	C	C1	30	D	D1	40
	A2	20		B2	30		C2	40		D2	50
	A3	30		B3	40		C3	50		D3	60
	A4	40		B4	50		C4	60		D4	70
	A5	50		B5	60		C5	70		D5	80
	A6	60		B6	70		C6	80		D6	90
	A7	70		B7	80		C7	90		D7	100
	A8	80		B8	90		C8	100		D8	110
	A9	90		B9	100		C9	110		D9	120
	A10	100		B10	110		C10	120		D10	130
E	E1	10	F	F1	20	G	G1	30	H	H1	40
	E2	20		F2	30		G2	40		H2	50
	E3	30		F3	40		G3	50		H3	60
	E4	40		F4	50		G4	60		H4	70
	E5	50		F5	60		G5	70		H5	80
	E6	60		F6	70		G6	80		H6	90
	E7	70		F7	80		G7	90		H7	100
	E8	80		F8	90		G8	100		H8	110
	E9	90		F9	100		G9	110		H9	120
	E10	100		F10	110		G10	120		H10	130
I	I1	10	J	J1	20	K	K1	30	L	L1	40
	I2	20		J2	30		K2	40		L2	50
	I3	30		J3	40		K3	50		L3	60
	I4	40		J4	50		K4	60		L4	70
	I5	50		J5	60		K5	70		L5	80
	I6	60		J6	70		K6	80		L6	90
	I7	70		J7	80		K7	90		L7	100
	I8	80		J8	90		K8	100		L8	110
	I9	90		J9	100		K9	110		L9	120
	I10	100		J10	110		K10	120		L10	130

Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	20
	Sub-category 1.3	30
	Sub-category 1.4	40
	Sub-category 1.5	50
	Sub-category 1.6	60
	Sub-category 1.7	70
	Sub-category 1.8	80
	Sub-category 1.9	90
	Sub-category 1.10	100
Category 2	Sub-category 2.1	15
	Sub-category 2.2	25
	Sub-category 2.3	35
	Sub-category 2.4	45
	Sub-category 2.5	55
	Sub-category 2.6	65
	Sub-category 2.7	75
	Sub-category 2.8	85
	Sub-category 2.9	95
	Sub-category 2.10	105
Category 3	Sub-category 3.1	20
	Sub-category 3.2	30
	Sub-category 3.3	40
	Sub-category 3.4	50
	Sub-category 3.5	60
	Sub-category 3.6	70
	Sub-category 3.7	80
	Sub-category 3.8	90
	Sub-category 3.9	100
	Sub-category 3.10	110
Category 4	Sub-category 4.1	25
	Sub-category 4.2	35
	Sub-category 4.3	45
	Sub-category 4.4	55
	Sub-category 4.5	65
	Sub-category 4.6	75
	Sub-category 4.7	85
	Sub-category 4.8	95
	Sub-category 4.9	105
	Sub-category 4.10	115
Category 5	Sub-category 5.1	30
	Sub-category 5.2	40
	Sub-category 5.3	50
	Sub-category 5.4	60
	Sub-category 5.5	70
	Sub-category 5.6	80
	Sub-category 5.7	90
	Sub-category 5.8	100
	Sub-category 5.9	110
	Sub-category 5.10	120
Category 6	Sub-category 6.1	35
	Sub-category 6.2	45
	Sub-category 6.3	55
	Sub-category 6.4	65
	Sub-category 6.5	75
	Sub-category 6.6	85
	Sub-category 6.7	95
	Sub-category 6.8	105
	Sub-category 6.9	115
	Sub-category 6.10	125
Category 7	Sub-category 7.1	40
	Sub-category 7.2	50
	Sub-category 7.3	60
	Sub-category 7.4	70
	Sub-category 7.5	80
	Sub-category 7.6	90
	Sub-category 7.7	100
	Sub-category 7.8	110
	Sub-category 7.9	120
	Sub-category 7.10	130
Category 8	Sub-category 8.1	45
	Sub-category 8.2	55
	Sub-category 8.3	65
	Sub-category 8.4	75
	Sub-category 8.5	85
	Sub-category 8.6	95
	Sub-category 8.7	105
	Sub-category 8.8	115
	Sub-category 8.9	125
	Sub-category 8.10	135
Category 9	Sub-category 9.1	50
	Sub-category 9.2	60
	Sub-category 9.3	70
	Sub-category 9.4	80
	Sub-category 9.5	90
	Sub-category 9.6	100
	Sub-category 9.7	110
	Sub-category 9.8	120
	Sub-category 9.9	130
	Sub-category 9.10	140
Category 10	Sub-category 10.1	55
	Sub-category 10.2	65
	Sub-category 10.3	75
	Sub-category 10.4	85
	Sub-category 10.5	95
	Sub-category 10.6	105
	Sub-category 10.7	115
	Sub-category 10.8	125
	Sub-category 10.9	135
	Sub-category 10.10	145

[illegible]

Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	10
	Sub-category 1.3	10
	Sub-category 1.4	10
	Sub-category 1.5	10
	Sub-category 1.6	10
	Sub-category 1.7	10
	Sub-category 1.8	10
	Sub-category 1.9	10
	Sub-category 1.10	10
Category 2	Sub-category 2.1	10
	Sub-category 2.2	10
	Sub-category 2.3	10
	Sub-category 2.4	10
	Sub-category 2.5	10
	Sub-category 2.6	10
	Sub-category 2.7	10
	Sub-category 2.8	10
	Sub-category 2.9	10
	Sub-category 2.10	10
Category 3	Sub-category 3.1	10
	Sub-category 3.2	10
	Sub-category 3.3	10
	Sub-category 3.4	10
	Sub-category 3.5	10
	Sub-category 3.6	10
	Sub-category 3.7	10
	Sub-category 3.8	10
	Sub-category 3.9	10
	Sub-category 3.10	10
Category 4	Sub-category 4.1	10
	Sub-category 4.2	10
	Sub-category 4.3	10
	Sub-category 4.4	10
	Sub-category 4.5	10
	Sub-category 4.6	10
	Sub-category 4.7	10
	Sub-category 4.8	10
	Sub-category 4.9	10
	Sub-category 4.10	10
Category 5	Sub-category 5.1	10
	Sub-category 5.2	10
	Sub-category 5.3	10
	Sub-category 5.4	10
	Sub-category 5.5	10
	Sub-category 5.6	10
	Sub-category 5.7	10
	Sub-category 5.8	10
	Sub-category 5.9	10
	Sub-category 5.10	10
Category 6	Sub-category 6.1	10
	Sub-category 6.2	10
	Sub-category 6.3	10
	Sub-category 6.4	10
	Sub-category 6.5	10
	Sub-category 6.6	10
	Sub-category 6.7	10
	Sub-category 6.8	10
	Sub-category 6.9	10
	Sub-category 6.10	10

Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	10
	Sub-category 1.3	10
	Sub-category 1.4	10
	Sub-category 1.5	10
	Sub-category 1.6	10
	Sub-category 1.7	10
	Sub-category 1.8	10
	Sub-category 1.9	10
	Sub-category 1.10	10
Category 2	Sub-category 2.1	10
	Sub-category 2.2	10
	Sub-category 2.3	10
	Sub-category 2.4	10
	Sub-category 2.5	10
	Sub-category 2.6	10
	Sub-category 2.7	10
	Sub-category 2.8	10
	Sub-category 2.9	10
	Sub-category 2.10	10
Category 3	Sub-category 3.1	10
	Sub-category 3.2	10
	Sub-category 3.3	10
	Sub-category 3.4	10
	Sub-category 3.5	10
	Sub-category 3.6	10
	Sub-category 3.7	10
	Sub-category 3.8	10
	Sub-category 3.9	10
	Sub-category 3.10	10
Category 4	Sub-category 4.1	10
	Sub-category 4.2	10
	Sub-category 4.3	10
	Sub-category 4.4	10
	Sub-category 4.5	10
	Sub-category 4.6	10
	Sub-category 4.7	10
	Sub-category 4.8	10
	Sub-category 4.9	10
	Sub-category 4.10	10
Category 5	Sub-category 5.1	10
	Sub-category 5.2	10
	Sub-category 5.3	10
	Sub-category 5.4	10
	Sub-category 5.5	10
	Sub-category 5.6	10
	Sub-category 5.7	10
	Sub-category 5.8	10
	Sub-category 5.9	10
	Sub-category 5.10	10
Category 6	Sub-category 6.1	10
	Sub-category 6.2	10
	Sub-category 6.3	10
	Sub-category 6.4	10
	Sub-category 6.5	10
	Sub-category 6.6	10
	Sub-category 6.7	10
	Sub-category 6.8	10
	Sub-category 6.9	10
	Sub-category 6.10	10
Category 7	Sub-category 7.1	10
	Sub-category 7.2	10
	Sub-category 7.3	10
	Sub-category 7.4	10
	Sub-category 7.5	10
	Sub-category 7.6	10
	Sub-category 7.7	10
	Sub-category 7.8	10
	Sub-category 7.9	10
	Sub-category 7.10	10
Category 8	Sub-category 8.1	10
	Sub-category 8.2	10
	Sub-category 8.3	10
	Sub-category 8.4	10
	Sub-category 8.5	10
	Sub-category 8.6	10
	Sub-category 8.7	10
	Sub-category 8.8	10
	Sub-category 8.9	10
	Sub-category 8.10	10
Category 9	Sub-category 9.1	10
	Sub-category 9.2	10
	Sub-category 9.3	10
	Sub-category 9.4	10
	Sub-category 9.5	10
	Sub-category 9.6	10
	Sub-category 9.7	10
	Sub-category 9.8	10
	Sub-category 9.9	10
	Sub-category 9.10	10
Category 10	Sub-category 10.1	10
	Sub-category 10.2	10
	Sub-category 10.3	10
	Sub-category 10.4	10
	Sub-category 10.5	10
	Sub-category 10.6	10
	Sub-category 10.7	10
	Sub-category 10.8	10
	Sub-category 10.9	10
	Sub-category 10.10	10

Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	20
	Sub-category 1.3	30
	Sub-category 1.4	40
	Sub-category 1.5	50
	Sub-category 1.6	60
	Sub-category 1.7	70
	Sub-category 1.8	80
	Sub-category 1.9	90
	Sub-category 1.10	100
Category 2	Sub-category 2.1	15
	Sub-category 2.2	25
	Sub-category 2.3	35
	Sub-category 2.4	45
	Sub-category 2.5	55
	Sub-category 2.6	65
	Sub-category 2.7	75
	Sub-category 2.8	85
	Sub-category 2.9	95
	Sub-category 2.10	105
Category 3	Sub-category 3.1	20
	Sub-category 3.2	30
	Sub-category 3.3	40
	Sub-category 3.4	50
	Sub-category 3.5	60
	Sub-category 3.6	70
	Sub-category 3.7	80
	Sub-category 3.8	90
	Sub-category 3.9	100
	Sub-category 3.10	110
Category 4	Sub-category 4.1	25
	Sub-category 4.2	35
	Sub-category 4.3	45
	Sub-category 4.4	55
	Sub-category 4.5	65
	Sub-category 4.6	75
	Sub-category 4.7	85
	Sub-category 4.8	95
	Sub-category 4.9	105
	Sub-category 4.10	115
Category 5	Sub-category 5.1	30
	Sub-category 5.2	40
	Sub-category 5.3	50
	Sub-category 5.4	60
	Sub-category 5.5	70
	Sub-category 5.6	80
	Sub-category 5.7	90
	Sub-category 5.8	100
	Sub-category 5.9	110
	Sub-category 5.10	120
Category 6	Sub-category 6.1	35
	Sub-category 6.2	45
	Sub-category 6.3	55
	Sub-category 6.4	65
	Sub-category 6.5	75
	Sub-category 6.6	85
	Sub-category 6.7	95
	Sub-category 6.8	105
	Sub-category 6.9	115
	Sub-category 6.10	125
Category 7	Sub-category 7.1	40
	Sub-category 7.2	50
	Sub-category 7.3	60
	Sub-category 7.4	70
	Sub-category 7.5	80
	Sub-category 7.6	90
	Sub-category 7.7	100
	Sub-category 7.8	110
	Sub-category 7.9	120
	Sub-category 7.10	130
Category 8	Sub-category 8.1	45
	Sub-category 8.2	55
	Sub-category 8.3	65
	Sub-category 8.4	75
	Sub-category 8.5	85
	Sub-category 8.6	95
	Sub-category 8.7	105
	Sub-category 8.8	115
	Sub-category 8.9	125
	Sub-category 8.10	135
Category 9	Sub-category 9.1	50
	Sub-category 9.2	60
	Sub-category 9.3	70
	Sub-category 9.4	80
	Sub-category 9.5	90
	Sub-category 9.6	100
	Sub-category 9.7	110
	Sub-category 9.8	120
	Sub-category 9.9	130
	Sub-category 9.10	140
Category 10	Sub-category 10.1	55
	Sub-category 10.2	65
	Sub-category 10.3	75
	Sub-category 10.4	85
	Sub-category 10.5	95
	Sub-category 10.6	105
	Sub-category 10.7	115
	Sub-category 10.8	125
	Sub-category 10.9	135
	Sub-category 10.10	145

Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	20
	Sub-category 1.3	30
	Sub-category 1.4	40
	Sub-category 1.5	50
	Sub-category 1.6	60
	Sub-category 1.7	70
	Sub-category 1.8	80
	Sub-category 1.9	90
	Sub-category 1.10	100
Category 2	Sub-category 2.1	15
	Sub-category 2.2	25
	Sub-category 2.3	35
	Sub-category 2.4	45
	Sub-category 2.5	55
	Sub-category 2.6	65
	Sub-category 2.7	75
	Sub-category 2.8	85
	Sub-category 2.9	95
	Sub-category 2.10	105
Category 3	Sub-category 3.1	20
	Sub-category 3.2	30
	Sub-category 3.3	40
	Sub-category 3.4	50
	Sub-category 3.5	60
	Sub-category 3.6	70
	Sub-category 3.7	80
	Sub-category 3.8	90
	Sub-category 3.9	100
	Sub-category 3.10	110
Category 4	Sub-category 4.1	25
	Sub-category 4.2	35
	Sub-category 4.3	45
	Sub-category 4.4	55
	Sub-category 4.5	65
	Sub-category 4.6	75
	Sub-category 4.7	85
	Sub-category 4.8	95
	Sub-category 4.9	105
	Sub-category 4.10	115
Category 5	Sub-category 5.1	30
	Sub-category 5.2	40
	Sub-category 5.3	50
	Sub-category 5.4	60
	Sub-category 5.5	70
	Sub-category 5.6	80
	Sub-category 5.7	90
	Sub-category 5.8	100
	Sub-category 5.9	110
	Sub-category 5.10	120
Category 6	Sub-category 6.1	35
	Sub-category 6.2	45
	Sub-category 6.3	55
	Sub-category 6.4	65
	Sub-category 6.5	75
	Sub-category 6.6	85
	Sub-category 6.7	95
	Sub-category 6.8	105
	Sub-category 6.9	115
	Sub-category 6.10	125
Category 7	Sub-category 7.1	40
	Sub-category 7.2	50
	Sub-category 7.3	60
	Sub-category 7.4	70
	Sub-category 7.5	80
	Sub-category 7.6	90
	Sub-category 7.7	100
	Sub-category 7.8	110
	Sub-category 7.9	120
	Sub-category 7.10	130
Category 8	Sub-category 8.1	45
	Sub-category 8.2	55
	Sub-category 8.3	65
	Sub-category 8.4	75
	Sub-category 8.5	85
	Sub-category 8.6	95
	Sub-category 8.7	105
	Sub-category 8.8	115
	Sub-category 8.9	125
	Sub-category 8.10	135
Category 9	Sub-category 9.1	50
	Sub-category 9.2	60
	Sub-category 9.3	70
	Sub-category 9.4	80
	Sub-category 9.5	90
	Sub-category 9.6	100
	Sub-category 9.7	110
	Sub-category 9.8	120
	Sub-category 9.9	130
	Sub-category 9.10	140
Category 10	Sub-category 10.1	55
	Sub-category 10.2	65
	Sub-category 10.3	75
	Sub-category 10.4	85
	Sub-category 10.5	95
	Sub-category 10.6	105
	Sub-category 10.7	115
	Sub-category 10.8	125
	Sub-category 10.9	135
	Sub-category 10.10	145

[illegible]

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98	1		1	1	1	1
99	1		1	1	1	1
100	1		1	1	1	1

Category	Sub-category	Value
Category 1	Sub-category 1.1	10
	Sub-category 1.2	20
	Sub-category 1.3	30
	Sub-category 1.4	40
	Sub-category 1.5	50
	Sub-category 1.6	60
	Sub-category 1.7	70
	Sub-category 1.8	80
	Sub-category 1.9	90
	Sub-category 1.10	100
Category 2	Sub-category 2.1	10
	Sub-category 2.2	20
	Sub-category 2.3	30
	Sub-category 2.4	40
	Sub-category 2.5	50
	Sub-category 2.6	60
	Sub-category 2.7	70
	Sub-category 2.8	80
	Sub-category 2.9	90
	Sub-category 2.10	100
Category 3	Sub-category 3.1	10
	Sub-category 3.2	20
	Sub-category 3.3	30
	Sub-category 3.4	40
	Sub-category 3.5	50
	Sub-category 3.6	60
	Sub-category 3.7	70
	Sub-category 3.8	80
	Sub-category 3.9	90
	Sub-category 3.10	100
Category 4	Sub-category 4.1	10
	Sub-category 4.2	20
	Sub-category 4.3	30
	Sub-category 4.4	40
	Sub-category 4.5	50
	Sub-category 4.6	60
	Sub-category 4.7	70
	Sub-category 4.8	80
	Sub-category 4.9	90
	Sub-category 4.10	100
Category 5	Sub-category 5.1	10
	Sub-category 5.2	20
	Sub-category 5.3	30
	Sub-category 5.4	40
	Sub-category 5.5	50
	Sub-category 5.6	60
	Sub-category 5.7	70
	Sub-category 5.8	80
	Sub-category 5.9	90
	Sub-category 5.10	100

PTX-1097-Native

P&L Data

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	<u>Rates</u>	<u>Table Name</u>	<u>Refresh Rate</u>
1	<i>General EngPM</i>	google.general_engpm_rates	Hourly
2	<i>EngPM</i>	google.engpm_normalized_historical_rates	Hourly
3	<i>Machines Split</i>	google.machines_split_avid	Hourly
4	<i>GBO</i>	google.gbo_rates_2020	Hourly
5	<i>Marketing</i>	google.dva_marketing_2022_rates	Hourly
6	<i>EngPM Pillars</i>	google.engpm_pillars	Hourly
7	<i>Product Key</i>	google.mece_product_key	Hourly
8	<i>CM360 Costs</i>	google.cm360_avid_costs	Hourly
9	<i>Metta Rates</i>	Link	Manual